Centar za nenasilnu akciju - CNA

Centre for Nonviolent Action - CNA

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CNA Evaluation 1997-2001

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Pursued external and internal evaluation was primarily conducted in order to assess possible strategy changes and adjustment in CNA work and secondary in order to produce a transparent document to wide public about our work including specific conclusions which may be be also of general value in educational, action oriented peace work.

Following conclusions are drawn out of three parts of the evaluation:

1. External Evaluation by Dr Martina Fischer of Berghof Reasearch Centre for Constructive Conflict Management (see attachment)
2. Internal evaluation of interviews with participants
3. Internal evaluation of CNA on achieved level of selfsustainability

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FINAL CONCLUSIONS AND CONSEQUENCES

The need and perception of CNA's goals and purposes of work

The perception of direct beneficiaries of CNA work, the training participants, generally overlaps with the self understanding of our organisation and our outlined goals.
The need for work that CNA does is clearly expressed by former participants and also perceived by CNA staff. Main remark of the participants adresses the need for intensification of activities, for more trainings and more meetings. The later at the same time adresses the need for stronger efforts in networking and providing of more possibilities for exchange and cooperation, than it has been the case so far. Additionaly, the need for more structured support aiming at enhancement of cooperation between inparticular newly educated trainers has been adressed.

Strategy assessment

Generally speaking it appears that the strategic concept of CNA primary activities: Basic trainings followed by Training for Trainers and accompanied with advisory activities does respond to the existing need.
Expressed development of expectations and needs throughout the activities correspond to CNA's assumption that educational peace work not only responds to the perceived need, but furthermore initiates recognition of previously insufficiantly defined need.
The need for additional education, beyond current CNA programmes and sharing of knowledge and experiences has not been sufficiantly covered by CNA's activities so far.

Results

Training concepts

Overwhelming positive feedback to training concept, methods and quality of training work, is certainly flattering, but may also be explained with new approach to education, based on experiental learning. Nevertheless further improvements can always be made. One aspect that has not been covered by the evaluation, because the participants have no experience of, is the exemption of schematic training programmes. For each training, the training team prepares their own programme, covering more or less the same issues but choosing their own methods and adjusting them throughout the training to suit the particular needs perceived in the group.

Multiplication

New knowledge, skills, experience, contacts are perceived widely by participants as gains through Basic Trainings. Their use in private life and in their work is considered benficial. The value for the organisations and institutions that participants come from appears limited to the level of information sharing, networking, and in some cases in practical use of skills learned.
Training for Trainers Programme is the crucial element in pursuing the multiplication goal. Enabling individuals for independent work appears to be achieved. Follow-up advisory meetings are highlighted as the important part of the programme. Besides training,

produced training documentations are extremely appreciated as a helpful resource. Lately published Training Manual has encountered great appreciation as the systematic and practical resource for independent training work.

Nevertheless, training skills are not the only precondition for succesful multiplication of work, resources and values. Organisational framework and knowledge is needed in order to implement new ideas and actions. Some of the participants of the Training for Trainers Programme have such set up within their organisations, the others do not have it and wish to achieve it. Continuos supporting activity in organisational issues remains an important element in order to secure the multiplication effect. Such support is offered informally by CNA, but it should gain more structure than it did so far and CNA must have free resources to pursue this task, which is often difficult to predict and plan.

Ongoing practice of inviting former trainees from The Training for Trainers to join the training team at Basic Trainings has been extremely appreciated as a valuable and empowering experience for their further work. The diproportion between the relatively few trainings and larger number of potential co-trainers (former trainees) limits this cooperation possibility.

Networking

Networking achieved through Basic Trainings generally remains on contacts at personal level, exceptionally extends to the background organisations.

Improvement of the Training for Trainers concept appears necessary in terms of adressing the goal of networking in a more succesful way. The Training is perceived as the initiation of the networking and a clear demand is expressed for systematic following of this goal. This demand will find reflection in the future strategy and work plan of CNA, despite repeated failures to secure funds for this type of activities.

The level of cooperations established after the Training for Trainers remains unsatisfactory compared to the potential that it has and developed trust relationship among the group. The lack of concrete opportunity and the lack of organisational knowledge appears to be an obstacle in reaching wider and numerous cooperations. This aspect will find reflection in the new concept of the Training for Trainers Programme.

Concerning the targeted region of fomer Yugoslavia apart from Slovenia, additional efforts need to be made in the improvement of contacts to organisations in Kosovo and Montenegro. The lack of civic initiatives (the large part of our target group) in the mentioned areas may be a partial explanation to this lack of contacts and our difficulty in identifying potential multiplicators there.

Sustainability of CNA activities

Sustainability of the activities depends on following elements:
* Available human resources
* Achived level of multiplication
* Ability to acquire neccessary financial support

Development of local capacity in terms of human resources, not only within CNA, but also through multiplication in the whole target region appears to be rather successfully met. The painful point remains the question of financial dependence on foreign donor policies, which are usually fast changing and lacking a longterm vision, with all the respect and gratitude to few glancing examples.

The size of CNA and the scope of our activties has rapidly enlarged throughout the past 4 years. Second office to bne opened in Belgrade in Summer 2001 and hence doubling of activties and resources demands doubling of the financial base for the work. As we wish to preserve CNA offices in Sarajevo and Belgrade within our common identity understanding and further joint decision making and strategy development we will be challenged not only with coordination and communication on distance, but also with the fundraising problem.

We are currently putting an enormous effort into maintaing our financial base, but also in preserving our relative financial independence of one single donor. It appears likely that the level of dependency of particular donors will grow, as we decided to ask for longterm grants covering wide range of activities. Should we gain structural support from individual donors our independence will be realtively safe and our spaceto concentrate on our basic activties enhanced, because less time will need to be spent on fundraising. At the current stage fundraising takes up the work capacity for one full-time staff, if not more, although this work is partially shared among different members of staff.

Strategy adjustment

As outlined our basic strategy principles remain the same for the coming period of at least three years. It is the focus on multiplication, work on the regional level, networking and advisory work.

Concrete changes are planned in two sections:

• Improving multiplication through extended Training for Trainers Programme
The new concept of the Programme builds on the current programme concept, adding additional six months activties duration. Besides trainer education new elements are incorporating aiming at giving overall education and support to trainees. Those new elements are:

1. Development of cooperation projects among small groups of trainees with particular focus on strategy development, clarification of goals and planning of evaluation.
2. Input on fundraising and Project presentation
3. Implementation of projects with funds secured by CNA as the part of the Programme, accompanied with CNA support and supervision in training and organisational issues.

• Structured networking efforts
Yearly networking meeting of trainers in nonviolent conflict transformation from the region are to be held. The meetings will gather experienced and less experienced trainers from the field offering space for professional exchange and providing space for potential cooperation. It has been extraordinary difficult to provide funds for this type of activity, which CNA tried repeatedly but with no success as far. The need for such meetings has been clearly adressed by former trainees and also by experienced partners of CNA and we will continue our efforts in this direction.

Future challenges and perspectives

Based on the assesment of existing need for further multiplication through education of trainers in nonviolent conflict transformation and awareness raising and skills development aimed at through Basic and Training for Trainers, current work strategy will be kept, improved as described above.
Although the issue of future challenges has not been explicitly treated in the evlauation, some statements referred to it, pointing out at potential structuring of the activities to serve specific need or more narrowly seen target groups with identical professional background. It remains open to what extent and in which way may CNA adress this issue. Possible respond to it could mean development of specific programmes with adjusted curriculla aiming at education of solely, e.g. teachers, community leaders, journalists, social workers etc. The value of regional approach is unlikely to change in near future as the regional cross-boprder cooperation development remains high up on the priority list,as rather neglected area in the civil society development work.

Although it is currently impossible for training and networking events to take place in Serbia and Kosovo, CNA thinks fo longterm establishment of a training centre, most likely in Serbia, which would be a meeting point and resource centre for conflict transformation work in the future.

Development of action oriented peace research group that would cooperate with existing initiatives in the region and world wide could also be one possible additional direction, aiming at gathering and systematically presenting gathered experience and knowledge in peace building.

The idea of Balkan wide work focus, beyond the region of former Yugoslavia has been abandoned in foreseeable future, because the existing limited resources do not allow this at this stage. The need for this work remains nevertheless.

Anticipated engagement in public actions for demilitarisation and institutionalisation of peace building, , in cooperation with other regional peace building initiatives, remains on the agenda for future, although not clearly defined in the work plan. Regional networking meetings could be an excellent forum for such action planning.

Constant balancing between the contradiction of non-governmental identity of CNA and clear determination to institutionalise peace building educational work, will remain our challenge in the future. Civil society can never be granted solely by a functional democratic state system, but will need constructive independent critism of citizens organised in groups and initiatives, conducted by motivs of ethical nature and not the motivs of state interest logic.

EVALUATION OF INTERVIEWS WITH PARTICIPANTS

through written questionnaires

This part of the evaluation was based on 19 questionnaires. Questionnaires (Basic training, Training for Trainers) included participants from one summer camp, four Basic trainings and two Training for Trainers. Questionnaires were sent through snail mail and e-mail. Participantscompleted them voluntarily. This report has more work-orientedthan exploratory character. Because of that it was less relevant whether the sample was representative or not. The intention of this part of evaluation was to "record" participant's perception of issues that CNA's team considers to be important for further work. We wish to use participant's reflections and suggestions as guidelines for our future work.

This part of evaluation was focused on the following 4 elements:

1. **purpose, goal and needs of CNA's work**
2. **multiplication**
3. **networking**
4. **future**

In order to focus more easily on single issues, we divided results of evaluation questionnaires to those from: Basic training and Training for Trainers.
It is not our intention to compare possibly different perceptions of those two different groups of participants, but we wish to systematize them, and thus be able to use their messages, proposals and suggestions in the most efficient way while rethinkingCNA's future work,Basic training.

1. BASIC TRAINING EVENTS

Eight participants, four mail and four female, completed Basic training's questionnaires. Questionnaires cover 4 Basic training events (Szeged, Hungary, 1997; Trebinje, BiH, 1999; Kiseljak, BiH, 2000; Banovici, BiH, 2000.)

1.1. Purpose/goals/need

Participants of BBasic training consider following to be main purpose and goals of CNA's work: connecting people and bringing them together, making contacts between ofdifferent ethnicity, from different communities, different social groups. In their opinion, purpose of our work is also to promote peace, nonviolence, tolerance, gender equality, and alternative form of education and stimulate acceptance of new values.

One participant considers that CNA's work has wider social context.
"Purpose of CNA's work has a wider social context. An organization that promotes peace, nonviolence, tolerance and equality between gender. Unfortunately, today we live in the region where the values promoted through CNA's work are not always recognized. Main goals are promoting culture of democracy with the special emphasis to nonviolence and nonviolent conflict resolution".
Participants estimate CNA's work as needed. Mostly, because it connects people and brings them together, but also because of *"further developmentof nonviolent communication, which is different (to say better) than all of those presented until now. It is more complete, whole, more organized."*

"... this type of work is necessary wherever we do it, because violence is a global problem."

1.2. Multiplication

In the Basic training, multiplication primarily means multiplying knowledge and skills of nonviolent conflict transformation. Indirectly, multiplication is also considered to be a benefit that local organizations gain through their participants attendance of Basic trainings.

/Knowledge/skills/ Through the Basic training, almost all of the participants gained new skills, new experiences and new contacts. It is also often stated: *different approach to issues, new energy to work.*

" I've gained new experiences, different approach to things I do, different (inspiring) way of leading, great idea to put the training on the paper (documentation)."
" I've got questions that I never asked myself before, I've met people with a different views on nonviolence, I've seen that nonviolence doesn't mean absence of conflict, I've become interested to receive further education in this field."
" I can now use some of the skills that I had within me, which came out in the seminar."

New knowledge, experiences and skills they got on the training, they've used and/or intend to use on the personal level, but also through their work – by including new people, improving their own projects.

"... mostly for personal development, passing the ideas and skills to others."
"... some of the things I'd seen there and liked, I incorporated into my own work. What I mean was: themes, the waythey were dealt , some of the approaches of facilitators."
"... I'm just running 4 groups of workshops on nonviolence and nonviolent conflict transformation and communication skills for high school pupils and students in Split... It may be suitable for me to take part as a trainer in CNA's team in order to gain additional experience, because CNA organizes high-quality training events. I still didn't have a chance to be in a team I made myself."

/Organization/ Part of the participants didn't give an answer to the question whether their organization had any benefit from their participation on the training or not (obviously more than to other questions). It may be so because they aren't associated to any organization at the moment. Additionally, this may happen because an individual don't recognize contents of the training as relevant to their everyday work or the other members of organization do not recognize them as such. Any further explanation to this part exceeds limits of this report.
Part of the participants who gave answer to this question certainly see the connection between subjects of the training and the benefit for the organization they volunteer / work for. This is reflected in different ways: from forwarding informations received on the training to use of knowledge and skills in everyday work of the organization and through organizing workshops on the theme of communication and conflict.
"Yes, there are benefits, because *all kinds of information were available to them."*
"Other members of the organization were initiated to pay attention to the way of communication; a seminar was *organized with the subject of nonviolent conflict transformation for the organization and other collaborators; the contact with the feminist peace organization from Turkey."*
"My organization gave me a chance to show the know-how and skills I've gained on the training. How? Through workshops and regular meetings. My conclusion is that there are many *people who should attend this kind of training. Lot of work needs to be done on oneself".*

/Documentation/Web/ Participants use the documentation from the training on three different levels:

1.   as a reminder of the training
2.   it helps them to notice some aspects which they missed on the training
3.   to most of those participants who prepare workshops themselves, it helps to create and choose exercises.

"Documentation is a great way to preserve and structure experience and all that has happened during the training. When I conduct the training I can use some exercises for it".
"Yes, it was useful, I could notice some of the things I missed on the training".
"...documentation is excellent and I use it for my workshops".

We didn't get any feedback on our web-page. Participants of Basic training events focused their review on documentation, so we draw the conclusion that they either don't visit our web-page or barely do it.

1.3. Networking

Most of the participants see networking as one of the goals of both CNA and the training itself. Part of them perceive networking mostly through personal contacts. One participant thinks that contacts made during the training, lead to future cooperation. Part of them think that networking demands more serious preparations.
"I find the idea realistic, but it also requires serious preparations".
"I see networking as the goal of the training. It's a good idea and also attainable, but it takes a lot of effort to maintain the network ...".

Only one of the interviewed participants didn't stay in touch with anybody from the training. Rest of them kept in touch with most of the other participants, mostly through e-mail, but there were also visits, exchange of experience and support in different projects. There are a lot of ideas and wishes for further cooperation and joint projects.

Communication was mostly kept on the personal level:
"For now it's personal, but that doesn't mean it won't be work related also."
"There were some ideas about joint project, but nothing's happened yet. "
"... e.g. M.M. attended a seminar organized by ToD, and we have some plans to work together in the future. I'm in touch with S. and J., we've got some ideas, but still nothing concrete".
"I stayed in touch with most people, and I got help and support for my own projects from many of them."

There's a lesser number of participants who reached mutual cooperation.
"We organized a seminar together. There's a plan/possibility of a joint project."

Most of participants see CNA as the one to support contacts between participants, although there are also those who think it's primarily up to the participants themselves.
Participants see CNA's role in networking process differently: from giving information about CNA's activities, to encouraging mutual projects and organizing reuniting meetings.
"... keeping in touch on regular basis and passing my experiences onto them".
"... if there's an interest for the same things in those contacts. Even just a letter addressed to me somehow reminds me of all the other participants".
"For instance, encourage us to approach the donors with some joint project."
"After seminars like this one, at first there are a lot of contacts, then there's less and less, and afterwards it often stops. It would be OK to see each other again, or have some concrete plan for a joint actions."

1.4. Future

As we've already mentioned, participants intend to use skills and knowledge learnt on the training, on both personal level and in their work, through including new people and improving their own projects. They expect CNA to give them support through cooperation and advice. However, they don't specify what kind of advice they need and what kind of support they expect. They also think CNA can support them by inviting them to other training events, either as participants or guests, and therefore educate them for future training work.

This group gives very few concrete comments and suggestions for the future work of CNA. Suggestions mainly related to: giving support for further work, expanding our activities and improving networking, being more open to different approaches and having participants of Basic training with more balanced experience.
"... improve networking, add some work in schools, organize camps."
"I needed more open attitude of CNA for different approaches in the same areas... Problem of having participants with different level of experience and education (that was a problem for me); perhaps it would be better to make it more balanced somehow."

2. TRAINING FOR TRAINERS

Eleven participants of Training for Trainers, three male and eight female, completed evaluation questionnaires. These questionnaires include two Training for Trainers programs: 1999/2000 (Jablanica-Teslić-Sarajevo) and 2000 (Jablanica-Jahorina-Sarajevo). We wanted to get their opinion on the following:

1. **purpose, goals and needs of CNA's work**
2. **multiplication**
3. **networking**
4. **concept of the training/documentation/web page**
5. **future**

2.1. Purpose/goals/need

As main goals of CNA's work, participants of the Training for Trainers program see rising individual awareness on the issues of nonviolence, promotion of nonviolence, multiplication, networking and regional work.

Raising sensitivity – on issues of violence-nonviolence, and rising awareness of the social context we all live, is a focus of CNA's work.
"... Purpose of work is also rising awareness of individuals, where they stand in relation to (non)violence, and making them sensitive to it. I think CNA's goals are multi-leveled and multi-phased: they start from an individual and come to society."
" ... goal of this rising awareness, in my opinion, is to make us realize we live in a society that is ill, and that it doesn't have to be that way ..."

Multiplication – According to participants, CNA's training events increase the number of people who are more sensitive to the issues of violence-nonviolence, create new ideas, energy, gain knowledge and skills.

Networking – Connecting people, spreading information, sharing experiences, and creating a trainer's network are perceived goals of CNA.

Regional work– Most of the participants promotion of nonviolence set obviously into this region, into the countries of former Yugoslavia.

"...I'd point out promoting nonviolence in the region of ex-Yugoslavia, with the tendency to bring it to a higher Balkan level ..."
    One of the participants who attended only the first part of our Training for Trainers program doesn't have enough information about CNA's work. One of them didn't think about purpose and goals of CNA's work.

/Need/ CNA's work was estimated as needed. In participant's opinion, it is necessary to rise awareness and sensitivity if individuals, to call upon positive changes towards preventing violence and expanding possibilities of nonviolent action, and also connecting people.
"CNA's work is necessary, just like the work of other organizations with the same mission. People cannot solve social problems, caused by violence, single-handedly. Regional governments very often neither have the will nor the competence to solve those problems or to deal with them."

2.2. Multiplication

Multiplication effect is achieved through Training for Trainers program by making as many people possible more sensitive towards nonviolence, with the possibility for new trainers to get more people interested for their work, in expanding individual perspectives, through adopting new working methods, and creating a wider range of collaborators.

Participants used or started to use their knew knowledge and skills in their own personal life. Quite a big number of them use it in their work, too. After Training for Trainers, two new NGO were founded and couple of new projects were started.
"It seems that after the training, I've started to expand my activities and take my own work more seriously. I dedicate much more time to it now, and my approach to it is more professional: I look at my engagement as a profession ..."
" For now, I use it mostly in my own organization which deals with development of civil society in general, creating Team for nonviolence and deepening some ideas on the local level, but without anything concrete for now."
"...I conducted some workshops that gave space to other people to become interested in nonviolence."

Participants want to use what they've gained in the training, mostly in their work with people:
1. in concrete, already existing projects of their own organizations
2. to take part in some of CNA's activities, with some other participants from the training
3. developing regional projects, mostly educational (education of people, new trainers, ...)

"Benefit" that participants' own organizations gain from the Training for Trainers program varies a lot. "Benefit" for those organizations ranges from very small (for some, it's even a problem), to indirect, and finally very concrete and big.

There's an interesting remark from one of our female participants:
"My organization had some benefit, but also some problems (for some people, violence is relative, so after I'd become aware of nonviolence, lot of things have changed – some people didn't like it). Benefit is in new ideas, different activities, contacts ...".
Some organizations had indirect benefit through empowered individuals who conducted workshops after the training.
"... If I hadn't participated in Training for Trainers, I probably never would have dared to work as a trainer in any project."
Two new NGOs were started after our Training for Trainers. We consider that to be a great success, because according to our participants, that was the main empowering factor for them to make the decision.

"My organization had a huge benefit from the fact that me and another person took part in it, because thanks to Training for Trainers and CNA, this organization was created."
"I took part in setting up a new NGO and writing some of the primary projects. Former contacts *with CNA helped me a lot to do that."*

In participants' opinion, CNA can support them by giving them suggestions, information, advice, offering both emotional and moral support. Information they seek for relate to further education in the area of nonviolent conflict transformation, and the advice how to organize projects and find funding.

2.3. Networking

2.3.1. Networking as a goal

Participants estimate networking as an important goal of CNA's work, one that is both desirable and beneficial. One participant considers that it is important because it is an integral part of peace building, and through achieving it, ideas are being multiplied also. Networking enables hearing and understanding different experiences.
"Networking is also a kind of support, which is important for further work in local communities."
In regard to networking as one of the goals of Training for Trainers program, participants experienced it differently: some of them thought about it as a secondary, indirect goal, and for others it was part of CNA's work.
"Perhaps ... as a indirect goal of Training for Trainers, having in mind that the training itself didn't cover it in a particular way, it wasn't one of the topics ...".

Training for Trainers is understood as a beginning of cooperation and network building.
" ... I see the atmosphere and openness on these training events as a possibility to build a relationship based on mutual trust, which can result in future joint cooperation and networking."
"...That depends on participants, how willing they are to cooperate with each other".

2.3.2. Inclusion into network / cooperation

It is obvious, from their answers, that participants feel included in the network. However, most of them perceive being included as communication on a personal level between two or a few participants or between participants and the CNA team.
"On a personal level, I feel as a part of the network, on a professional level I don't. I still don't act from that position."
Participants felt lot more connected to each other on the training.
"... During the training I felt much more included in the network, after that, I did not."
Some of the participants feel included because they occasionally receive information about seminars and work on nonviolence.
"... I feel included, but I'm really sorry that except through mailing list, the network doesn't work any other way ..."

In a number of cases, there were ideas for cooperation, mostly on individual level. In a few occasions, participants of Training for Trainers program accomplished cooperation with CNA, whereas there wasn't any cooperation between organizations they were coming from.

2.3.3. CNA and the network

As an organization, CNA should definitely support the network. Participants expect to get from CNA information, advice and help. Some of them think, that's exactly what they are getting.

Part of them doesn't have any idea how to improve the network, Some of their suggestions are:
"… From time to time, it would be good to organize a gathering of people who went through CNA training ... I think this kind of meeting would be an important support to people who attended Training for Trainers."
"…more training events, workshops, experience exchange, follow-up meetings."
"Network can be improved with organizing training for experienced trainers, where experience can be exchanged and difficulties discussed. Also with some sort of supervision."
"Setting up "centres" in every region, exchanging information, organizing additional education, organizing some additional "phase" for all those who attended Basic training and Training for Trainers, although I know it's easy to say but difficult to implement."

When it comes to the question of who else should be included in the network, participants' perceptions depend on personal preferences. Some of the suggestions:
- young political parties' activists
- politicians, no matter what political background
- young delinquents
- people from media
- well known experts
- all of those who are willing and ready
- one or more people who could offer some kind of support to the network

2.4. Concept of Training for Trainers /Documentation/Web

/Concept/ Participants of Training for Trainers program are mostly satisfied with the concept of training. Most of them don't have any suggestions to improve it. One participant thinks that the concept is improving in time, and that participants themselves are the most important in shaping the program.
Some of them missed more detailed information about the program, at the very beginning of the training:
"… The only thing I can say is that at the very beginning, I'd like to hear how it is going to work (how many phases, what is expected from the participants, to make teams at the first stage …), in more detail, at the beginning."

Some of the participants think that concept of Training for Trainers lacks organizational issues of workshops and training events, and also issues related to organization management. Few of them think that more attention should be given to networking:
"I suggest that we dedicate more time to networking. e.g. questions like how, why, what's the purpose etc ."
One of the participants suggests additional training events in NGO management and writing project proposals.

/Web-page/Documentation/ Half of the interviewed participants never visited CNA's web-page. Those who did, find the information on what's CNA been doing important. They suggested web page should have more information on current funding programmes and donors.

Participants keep the **documentation** as a nice memento of the training, a good reminder of exercises and some situations, and a kind of help to synthesize themes from the training.
"…I could rely to that written document, whenever I needed an additional explanation, because I thought about some of the issues we had dealt on the training for a long time … documentation helped me to put some things into perspective".
They find it very useful and unavoidable, mainly as a manual and help in creating their own workshops.

"As a participant: I am delighted to see the documentation from the training I have participated in. It's a material proof and a reminder how thing's went on and what was said.
As a trainer: documentation helps me to organize methods for the chosen subject. It would be far more difficult to organize a workshop, without all this documentation, to see what was has happened on the other training events."
One female participant thinks it would be interesting to see from the documentation how the process has developed. However, we intentionally avoided doing that. CNA team believes that describing the process by the person who's at the same time running the protocol, would mean interpreting the course of events, which is not advisable.

2.5. Future

Most of the comments and suggestions regarding future can be classified in the following way:

1. to intensify CNA's activities
"… more Basic training events, connecting people from different events, perhaps networking of a more formal nature …"
2. wish for a group to re-unite
"I'm interested if there's a possibility for a group to meet again. Can CNA do it, or should one of the participants organize it?"
3. concrete suggestions
"Why don't you establish some list of trainers on your web-site, with information about those people and their NGOs, region they work in, so when someone needs a trainer for a seminar, they have access to them …"
"To organize a conference with NGOs dealing with nonviolence in the Balkan region, so that both government and public see there are people who're doing that type of work, that would have a big impact world wide…"
All the answers bring an evident support and wish for CNA to carry on with its activities, just as the wish for further cooperation between participants and CNA.
"I believe you will keep on with your mission and that you'll expand your activities in the region. I sincerely wish you to succeed in it. I hope we'll continue to cooperate in the future and our work we'll bring some changes in our society."

FINAL REFLECTIONS

About Basic training

Relatively weak response, 8 out of about 30 questionnaires (number of those people with access to e-mail) can be explained with the fact that there's been 3 years ever since our first Basic training (Szeged, Hungary, 1997) was held. We had the least response from participants of that training. The other factor is e-mail as a way to reach the participants. Not all of them have access to it, and some of the e-mail addresses were changed in the meantime. Due to our regional approach to work - CNA's activities cover quite a big area, and poor reliability of postal services, we weren't able to access participants in any other way.

Participants of Basic training consider goals of the training to be connecting people from different regions and ethnicity and bringing them closer. Through these training events, individuals become more sensitive to different forms of violence within the society and are being introduced to skills of nonviolent conflict transformation, which they later use on both personal level, and in organizations they work for. In some cases, organizations

support individuals in sharing things they had gained on the training. However, sometimes individuals do not recognize "applicability" of things they got on the training, in their own organization. Participants come from different type of organizations, some of which are just indirectly related to the subject of nonviolence. Changes that happen in communication and transformation of everyday conflicts on the personal level should not be disregarded. Nevertheless, should CNA whish to focus more on changes within organizations, it would be worthwhile considering inviting two people from the same organization to the training, in order to give each other support afterwards. That approach means on the one hand: loosing the heterogeneous and diversity of the group and representspotential difficulty of having "pairs" of people who know each other. On the other hand, there's stronger support among people on the field. It is also possible to keep continuous cooperation with the same organizations people come from.

With respect to networking, the Basic training is perceived clearly as just the beginning, where contacts towards future cooperation are being made, but the communication is still kept on personal level. Participants are also aware it takes a lot of effort to maintain the network, and it's necessary that participants themselves want it, and not just CNA. According to their suggestions, CNA can endorse contacts amongst them by giving them information on CNA's activities. We find rather interesting the suggestion about initiating joint project:"... stimulate us to address donors with some joint projects".
Information about CNA's activities are available on our web-page. Most of the participants think that CNA should keep them involved by giving them information on its activities. At the same time, very few of them from the Basic training visited our web-page. Therefore, through the Basic training participants should be introduced to the web-page as a source of information on.

Basic training faces groups of participants, that are quite heterogeneous, with the different expectations and different level of motivation for work on nonviolence. In our opinion, wide target group (teachers, media representatives, activists, political parties' representatives) is a good basis for people from the region to get to know each other, to except differences, to become acquainted with different approaches. Participants also notice that having people with different prior knowledge and background means being less focused on the subject. People who are more familiar with the subject can have a problem with it, just like those who come across to new issues and methods for the first time. This dilemma remains while rethinking the concept of the Basic training. However, Basic training is supposed to give space for participative and interactive learning in which this type of differences is desired. This approach is rather wider than deeper in the sense of dealing with the offered issues, whereas themes are treated more deeply on the Training for trainers programme.

About the Training for Trainers

Participants of our Training for Trainers program consider the following to be the main goals of CNA's work: rising individual's awareness on issues of nonviolence, promoting nonviolence, multiplication, networking and regional work. In this context, CNA's work is experienced as needed in order to rise awareness and sensitivity of individuals, to call upon positive changes with the aim to prevent violence and expand possibilities of nonviolent action, and also to bring people together.

New knowledge and skills participants either use or start to use in their private life, but far more in their work, too. When it comes to participants of Training for Trainers Program, multiplication means raising personal sensitivity, and acquiring new skills in nonviolent conflict transformation. It also, means including more people (who are already part of the program) and raising their sensitivity, and also incorporating methods of interactive and participative studying in their work.

Networking is definitely perceived as a goal of CNA's work as an organization. When it comes to training events, either basic or Training for Trainers, networking is considered to be one of their indirect goals, with the training being the beginning of the process. The importance of networking as part of the peace building and searching for new, better solutions for social problems, was highlighted. Participants are also aware how important the contribution of every individual is to the network, their wish to cooperate, and the fact that creating the network means long and hard work.

At this moment, there are contacts between participants who attended training events, but also contacts between them and CNA.

As an organization, CNA is expected to support the network, to give information, advice and help, although, although not clearly specified what kind.

Participants consider the concept of Training for Trainers to be good. One of the few proposals was: giving detailed information about the concept at the very beginning of the training. Suggestions were also made about working more thoroughly on the issues of organizing workshops and/or training. One of the suggestions that is indirectly touching the subject of training concept is to pay more attention to networking during the actual training.

Main suggestions for future work of CNA are following: intensifying activities and more Basic training events, supporting further work. Suggestions aim toward reunion of the group, which could be a step further in mutual cooperation and continuation of networking.

Guidelines

Goals and purpose of a CNA training are perceived differently depending on whether participants attended Basic or Training for Trainers. Such is the case with multiplication and networking. Participants of Basic training events consider connecting and bringing people together and making them more sensitive to violence to be a purpose of CNA's work. However, people who are included in our activities for a longer period of time, through basic and Training for Trainers, have a more articulate picture. The way they see it, purpose of CNA's work, besides making people more sensitive to violence, is passing knowledge and skills onto others and networking. When it comes to multiplication, Training for Trainers' participants have an outstanding whish to pass the skills and knowledge from the training to new people. That is less noticeable with participants of Basic training events. This is due to the selection of participants from a wider target group for our Basic training (teachers, media representatives, activists, political party representatives). CNA whishes to keep the Basic training events "multicolored" when it comes to the target group and to make a wider range of people of different profiles sensitive to nonviolence. In those groups, we find people who are more sensitive and motivated to work on nonviolence, and they are included in the Training for Trainers, and thus achieve more focused work.
After processing information from two Training for Trainers, it is advisable to focus on networking. There's a stronger connection between CNA and participants of Training for Trainers and between participants themselves, as a result of their involvement in activities of CNA for a longer period of time (Basic training + Training for Trainers), but also because of participants' motivation to dedicate themselves to work on nonviolence, which is something not all the participants of Basic training events have.

Networking is perceived as a goal of CNA as an organization and, indirectly, training itself. Training events, Basic and Training for Trainers, are considered to be only the beginning of networking. At the moment, after several Basic trainings and 2 Training for Trainers, there's a connection between participants who were together on the same training on a personal level. Also, some of them are in touch with CNA. CNA is perceived as the one that should initiate the networking process, but the responsibility for the way network operates, is perceived to be on participants, as well. In respect to that, CNA might find a way to

introduce participants of different events to each other – especially those from Training for Trainers/ those who deal with nonviolence through training and actions/ all of those interested in it . That is what participants suggest, too.

There is a clear expectation from both CNA and the network: sharing information on education/ training events, information about donors, about participants and their work. The difficulties are: maintaining continuous work and "switching" from relationship between an individual – CNA, to individual - network, in which CNA is one of the network members.

SUSTAINABILITY - INTERNAL EVALUATION OF CNA

Published in the Annual Report III (Sep 1999 - Sep 2000), September 2000

This report contains only the self-evaluation by CNA team, based on internal estimate of achieved results and the level of selfsustainability.
Special document containing all elements of pursued evaluation will be published by the end of the year. We hope to gain valuable insight, that may improve our work further.

Evaluation of results and achieved level of selfsustainability

During the past three years we have been adapting our strategy and work plans to the perceived needs and our capacities, in accord with our major goals.

Embedded in the general context of acting in the post war society with a goal of developing alternatives to violence which exists in various forms and supporting the development of civil society and culture of tolerance and dialogue, CNA followed the goals of: empowering individuals and groups, multiplying skills and developing awareness/sensibility for violence and injustice, opening up prospective for action against violence and injustice and networking groups and individuals who share similar values.
Our aims were described in 1997 in the following manner:

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The aim is to enable people to use the skills learned at the training
at their work in NGOs and their everyday environment and enable them
to perceive the conflict situations differently. The idea is that
taking responsibility for themselves and granting importance and
power to themselves will lead to projection of the same to the groups
they work with and the society they live in.
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Based on evaluations of single training events and programmes, just as regular contact with many of our former and present participants of trainings we believe that we empowered people through awareness raising and skills development. Thirty people have gone through our programme Training for Trainers, out of which almost all are very active in their environment. Most of them claimed to have gained through training new skills and motivation and to have gone through a personal requisitioning and changing of their standpoints and behavior. These people have carried their new insight and skills into their organisations and living environment and are applying them.

Training opportunities described in 1997 report were:
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Opportunities of the trainings are to:
improve understanding of democratic rules
raise capacities of participants for better understanding of
political processes and the definition of their own space to act
within it
empower individuals to step out in protection of their own and the
rights of their fellow citizens
produce multiplying affect
initiate small scale reconciliation process/inter ethnic dialogue
initiate concrete cooperation across the border lines
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CNA believes to have achieved and/or made possible all of the above mentioned.

Single steps of our way towards our goals were following:

Multiplication

Enabling local people to work independently and share this knowledge in their organisation and the NGO sector is the envisioned goal.

Achieved multiplication will be assessed in the evaluation including interviews and questionnaires to participants. Within CNA staff we can claim that we have multiplied our skills. Our impression is also that the Programme Training for Training in particular was an appropriate way to reach this goal.

Selection of trainers and their education

Identifying capable locals willing to receive further education as trainers in nonviolent conflict transformation and including them in the training team. Supporting their independent work through advice and empowerment.

Programme Training for Trainers was developed to respond to this goal. Furthermore, inclusion of participants of the Programme into the team at Basic Trainings was additional step in the education. Advisory and keeping in contact with former participants was a further measure suiting the needs, but CNA had also, due to our prioritising, partly neglected regular follow-up and kept in touch with only limited number of individuals and groups. This should be improved in future.

Cooperation with qualified local trainers

Including qualified local trainers in the training team and/or recommending them elsewhere. Exchanging opinions and experiences on concepts. Identifying their needs in further education and eventually inviting them through KURVE to such seminars outside the country. Offering them a chance of gathering international experience and contacts (within our possibilities), through invitations to trainings outside the country as participants and/or trainers.

At both Programmes Training for Trainers we have had trainers from Bosnia-Herzegovina, Croatia and Serbia. This has proved to be of great use in terms of experience exchange and networking, beyond the limits of CNA. Besides that, at several occassions CNA has been able to recommend our Trainers from the Training for Trainer network, to other organisations that were requesting cooperation from CNA.
We have hardly been able to provide assistance to locals who wished to receive additional education outside the region, so that is one point we would need to pay more attention to in future.

Organisational support and advice

Exploring possibilities of individual support and advice, as a long term commitment, on various issues

Organisational support and advice was primarily focussed on our participants of the Training for Trainer Programme, thus covering important need for effective organisational work. Beyond officially planned follow-up meetings for new trainers, CNA has at request given our support also to some of our partnering organisations and received support from some of our partnering organisations. We are satisfied with the scope of work done in this area, although larger capacities would allow us even more intense support and advice work. Current prioritisation of trainings which make up the main activity everything else revolves around, leaves us with little capacity to focus more intensely onto advisory work. Financial aspect plays a role here as well, as we need money that we gain through trainings for office

survival, whereby advisory activities are harder to fundraise for, in particular if they are unpredictable and not strictly structured as it usually is.

Selfsustainability

`and gradual transfer of CNA work onto local staff`
`Identifying capable locals who wish to join the CNA team, with long`
`term commitment and prospective`

Three CNA staff that were active in CNA over the past two year, have been recruited after participating at CNA training. Non-hierarchical structure of CNA suggested joint responsibility for the work in all of it's aspects. CNA is considered a local organisation in the region of ex-Yu as it acts independently and staffs people from former Yugoslavia (an exception to this was a volunteer from Northern Ireland who worked with us over a period of 18 months). This is for us a clear indicator that, in accord with our self-understanding, CNA is a local organisation, although not a national one.
Internal training was focussed onto sharing and developing skills that some of the staff have. This included training work itself, but also fundraising, bookkeeping and other issues related to work. Currently all three members of staff are capable of pursuing all activities of CNA, whereby only the language skills make up a greater difference. Envisioned enlargement of team for further 2-4 people which will take place in the coming 6 months, will include people with training and NGO experience (former training participants).
CNA activities are being funded through private donations and through a dozen of funders and other friendly organisations. So far we have managed to keep ourselves independent and to resist the temptation of relying upon only one or two single sponsors. This was a difficult task concerning the amount of work that needed to be put into fundraising, but the one we are proud of. The largest funder of CNA currently covers one third of total annual project costs.
We consider established trustful cooperations, not only in financial sense, as one of the important pillars of CNA selfsustainability.
Gathered experience and results of our work so far make up good fundaments upon which CNA can grow and develop in the future.

Long term strategy changes

In 1997, with the careful self-understanding as international organisation, although staffed with a single Yugoslav national, the long term strategy was described in the following way:

`Long term strategy`
`CNA aims no permanent presence/existence in BiH`
`CNA will keep it's international character through enlargement of`
`team, with qualified and experienced international volunteer`
`CNA will assess needs, conditions and terms on which the transfer of`
`responsibilities to local staff could be implemented`
`CNA will analyse own resources and needs in other peace work sectors`
`then trainings`

Three years later, CNA has on it's way to the localisation completely lost it's identity as an international organisation, having now more of a regional (Balkan) character. That is the reason why CNA as the project office of KURVE Wustrow ill not have permanent presence in BiH, but an independent CNA organisation run by locals will continue the work.
International volunteers (outside of countries of former Yugoslavia) are further welcome, should they bring in the skills that are needed for work of a local CNA.

Current objectives for long term strategy are:

- Continuation of current training programmes in nonviolent conflict transformation.
- Keeping a regional character of the organisation and including staff from BiH and neighbouring countries.
- Expansion of work with additional office and improved coverage of the work in the triangle Macedonia-Kosovo-Serbia.
- Continuation of cooperation with current and new partnering organisations.
- Researching and developing new training and networking programmes on the regional level.
- Should the capacities allow, expanding our work onto the whole Balkan region, with programmes serving the needs of groups and individuals beyond former Yugoslavia.

Main strengths and weaknesses of CNA (in CNA view)

Strengths:

- Gathered and developed training and organisational experience.
- Strong organisational identity (common values, goals, commitment, team work, solidarity, flexibility, etc).
- Cooperations and contacts in the region of former Yugoslavia and wider.
- Motivated staff.
- Independence towards single donors or organisations.
- Regional character of the organisation and activities (Non-national and non-international).
- Credit of achievements up to date.

Weaknesses:

- An outreach limited only to a specific group.
- Limited capacities to respond to all requests we would like to.
- Regional character of the organisation and activities, which limits more focussed activities in BiH itself.
- Uncertain financial base.
- Lack of public presence, due to our character as a single organisation and not as a movement.